

# AGENDA

## Newport News City Council Work Session

April 14, 2015

*10<sup>th</sup> Floor Conference Room  
City Hall*

- 2:15 p.m. I. OpenGov Website Presentation
- 2:45 p.m. II. 2016 -2020 Consolidated Plan for Housing and  
Community Development
- 3:15 p.m. III. Donation of the 5400 Huntington Avenue House  
Discussion
- 3:30 p.m. IV. FY 2016 Recommended Operating Budget
- City Farm
  - Outcome Measures
  - Waterworks
  - Other
- 4:45 p.m. V. Comments/Ideas/Suggestions
- 5:00 p.m. VI. Closed Meeting
- VII. Adjourn
- 6:00 p.m. VIII. Dinner

# **CITY OF NEWPORT NEWS**

## **OFFICE OF THE CITY MANAGER**

April 8, 2015

**TO:** The Honorable City Council

**FROM:** City Manager

**SUBJECT:** Consolidated Plan for Housing and Community Development – Five Year Plan Document FY 2016-2020

The City's Five-Year Consolidated Plan for Housing and Community Development document (Five-Year Plan) is a requirement of the U. S. Department of Housing and Urban Development (HUD). HUD's approval of its submission enables the City to receive annual entitlement grant funds from the Community Development Block Grant (CDBG) and the HOME Investment Partnership (HOME) Programs. For each year between the five-year cycles only an update, referred to as the Annual Action Plan, is required to be submitted to HUD. The proposed Five-Year Plan, covering the period FY 2016-2020, includes a discussion of needs, resources and strategies for the City for the next five years and incorporates the upcoming year's goals and objectives with the proposed use of funds for the fiscal year 2015-2016 for CDBG and HOME. Additionally, this Five-Year Plan includes an update of the Citizen Participation Plan as it relates to the CDBG and HOME Programs.

The CDBG project funding recommendations for FY 2015-2016 were derived as they have been for numerous years, from the CDBG Application Committee. Twenty-three proposals were received this year, totaling over \$2 million in requests. The total CDBG budget for FY 2015-2016 is \$1,362,004, which includes an entitlement grant amount of \$1,122,004 and \$240,000 in general program income.

Although many worthy proposals were reviewed, six of those received were not recommended for funding. Also, many of the requests were funded at a lower funding level than what was requested and this was largely due to limited funding.

The Honorable City Council

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The HOME Program description is also similar to what has been proposed in past years, with most of the same initiatives. There is an initiative for rehabilitation of low-income owner-occupied homes, an initiative for acquisition and rehabilitation of rental housing units and an initiative for down payment assistance for first-time homebuyers. Also included is the normal set-aside for use by nonprofit affordable housing providers called Community Housing Development Organizations (CHDOs). Funds designated for CHDOs are normally available to qualifying nonprofit groups on a first-come, first-served basis. An additional part of the budget is administrative funds for the program. The HOME budget is comprised of the grant amount of \$552,866, coupled with estimated program income of \$190,000, which gives a total of \$742,866 available for recommended activities.

The total amount of funding formulating the FY 2015-2016 budget is \$2,104,870 for both programs. To recap, this includes \$1,362,004 in CDBG-related funds and \$742,866 in HOME-related funds and includes program income.

This year staff facilitated three public meetings regarding the Five-Year Plan. The first two meetings were held on the same day, December 11, 2014, one at the Denbigh Community Center and the other at Pearl Bailey Library. The third meeting was April 2, 2015, at the Downing-Gross Cultural Arts Center. The fourth and final public opportunity for citizen input or comment is scheduled for your April 28, 2015 City Council meeting. The required 30-day public comment period started on March 11, 2015 and will run through April 9, 2015. If any comments or recommendations for the Five-Year Plan are received during the comment period or from the public meetings, HUD is made aware of the nature of comments received and modification is accomplished if warranted.

Several attachments, prepared by Newport News Redevelopment and Housing Authority (NNRHA) staff, including charts reflecting the CDBG projects and HOME initiatives recommended for the upcoming FY 2015-2016, as well as the CDBG projects not recommended for approval, and an Executive Summary of the Five-Year Plan are provided for your review. The full Five-Year Plan document, along with Appendices, is posted on the NNRHA's website at [www.nnrha.com](http://www.nnrha.com) and there is a link to the

The Honorable City Council

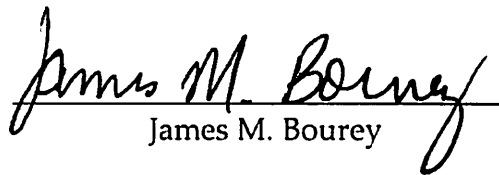
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document from the City's Department of Development's website at  
<http://www.nnva.gov/664/Publications> as well.

Staff from NNRHA and the City's Development Department will be  
available for questions and to provide a short presentation at your  
April 14, 2015 Work Session. Formal approval of the Five-Year Plan will  
be sought at your April 28, 2015 City Council meeting.



James M. Bourey

JMB:tfw

Attachments (4)

cc: Karen Wilds, Executive Director, NNRHA

Florence G. Kingston, Director, Department of Development

## **Executive Summary**

### **ES-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)**

#### **1. Introduction**

The City of Newport News Consolidated Plan for Housing and Community Development is a planning requirement of the U.S. Department of Housing and Urban Development (HUD) for the receipt and use of Community Development Block Grant (CDBG) and HOME Investment Partnerships (HOME) funds. As a recipient of these funds, the City is required to prepare a long range consolidated plan that identifies housing, community and economic development needs and determines priorities, establishes strategic goals and allocate resources for programs funded by HUD and administered by the City.

The Community Development Block Grant (CDBG) program is a flexible HUD entitlement program that provides communities with resources to address a wide range of unique community development needs. CDBG funds must be used in accordance with HUD Broad National Objectives by providing activities that will benefit low and moderate income persons; aid in the prevention or elimination of slums or blight; or meet needs having a particular urgency. Activities undertaken by this program includes housing rehabilitation for low income households, public improvements and redevelopment and conservation activities within targeted neighborhoods.

The overall objective of the HOME Investment Partnerships program is to expand the supply of safe, sanitary and affordable housing in the community. This encompasses a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people. The HOME program also helps to expand the capacity of non-profit, community-based housing development organizations.

#### **2. Summary of the objectives and outcomes identified in the Plan Needs Assessment Overview**

The Consolidated Plan will cover a five (5) year period beginning Federal Fiscal Year (FFY) 2016 and ending Federal Fiscal Year (FFY) 2020 and the Annual Action Plan will cover a one (1) year period beginning July 1, 2015 and ending June 30, 2016. This document includes comments from citizens and community partners, the City's Needs Assessment Survey, the market analysis as well as data provided by HUD and based on the American Community Survey (ACS) and

Comprehensive Housing Affordability Strategy (CHAS) data. This collection of information and data was used to assist the City of Newport News in developing goals and objectives.

The Goals and Objectives of the 2016-2020 Consolidated Plan retains the Goals of the current plan with a focus on providing safe, decent and affordable housing and creating economic opportunities for its citizens. The summary of goals identified during this planning process are:

**Goal 1: Housing Preservation and Neighborhood Revitalization –** Housing preservation and neighborhood revitalization priorities consist of the elimination of slums and blight, codes enforcement, the acquisition and rehabilitation of properties, owner occupied housing rehabilitation and development activities.

**Goal 2: Expand Economic Development -** Economic development activities consisting of loans and grants, to establish and strengthen businesses in the City thereby generating jobs

**Goal 3: Homeless Intervention and Special Populations Housing -** CDBG funds will continue to support certain homeless intervention programs over the next five years identified as high priorities in the Consolidated Plan

**Goal 4: Increase Affordable Housing Units -** Promote homeownership opportunities and the retention of owner-occupied housing units; Development of Affordable Rental Units

**Goal 5: To Reduce Homelessness -** Increase community services programming

**Goal 6: Enhance Youth Development -** Increase youth enrichment programming

### **3. Evaluation of past performance**

The City of Newport News has been very successful in meeting many of the goals established in the prior year's plan. Cited below is a list of major accomplishments during the 2011-2015 Five-Year Plan.

<b>Evaluation of Past Performance (Five Year Plan 2011-2015) (Information available as of 6/30/14)</b>		<b>Proposed</b>	<b>Actual *Does not include 2014-2015</b>	
<b>Housing Preservation and Neighborhood Revitalization</b>		<b>CDBG/HOME</b>	<b>CDBG</b>	<b>HOME</b>
	Property acquisition	20	118	0
	Relocation	20	2	0
	Codes Demolition	20	32	0
	Residential Rehabilitation	250	189	5
<b>Economic Development</b>				
	New jobs creation	50	31	N/A
<b>Homeless Intervention and Special Population Housing</b>				
	Homeless intervention programs administered by service providers	6200	4106	N/A
	Battered and Abused Spouses	560	1016	N/A
<b>Affordable Housing</b>				
	New Homeownership Opportunities	50	8	87
	Community Housing Development Organizations (CHDO's)	25	N/A	11
	Rental Housing	5	0	136
	Fair Housing/Housing Counseling	1,210	402	N/A
<b>Non-Housing Community Development</b>				
	Public Services	9,900	7923	N/A
	Senior Services	80	144	N/A
	Youth Services	10,225	10,112	N/A

**Table 1 – Evaluation of Past Performance**

#### **4. Summary of citizen participation process and consultation process**

One of the most critical components of the consolidated planning process is citizen and stakeholder involvement. Discussions and input from various stakeholder groups assist the City in determining community needs in order to provide decent housing, establish and maintain a suitable living environment and expand economic opportunities; particularly for low-and very low income persons.

The City sponsored two identical public meetings on December 11, 2014. The first was held at the Denbigh Community Center located at 15198 Warwick Boulevard at 1:00 pm, and the second was held the Pearl Bailey Library located at 2510 Wickham Avenue, Newport News, VA. The City also conducted Needs Assessment Survey to reach citizens and community stakeholders.

The City consulted with various departments and agencies such as the Department of Planning, Codes Enforcement, Newport News Redevelopment and Housing and with the lead agency for the continuum of Care, the Newport New Hampton Community Services Board.

**5. Summary of public comments**

Summary of public comments and concerns can be found on page 14 of this document.

**6. Summary of comments or views not accepted and the reasons for not accepting them**

The City of Newport News responds to all comments received throughout the consolidated planning process.

**7. Summary**

The 2016-2020 Consolidated Plan contains two parts:

1. The Strategic Plan - The five (5) year Strategic Plan portion of the Consolidated Plan details the community development priority needs of the City and the strategies that will be undertaken to serve the priority needs based on the market conditions and funding availability. The period covered is FFY 2016 through FFY 2020.
2. The 2015-2016 Annual Action Plan - The Annual Action Plan portion outlines the proposed specific Strategic Plan activities to will take place during the program year to address the priority of needs for the period beginning July 1, 2015 and ending June 30, 2016.



**2015-2016 RECOMMENDED ACTIVITIES FOR FUNDING**

**FISCAL YEAR 2015-2016 COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) ACTIVITIES**

<b>Program</b>	<b>Recipient</b>	<b>Eligibility</b>	<b>Activity Summary</b>	<b>Funding</b>
CDBG	City of Newport News – Codes Compliance	Clearance Activity	Demolition of unsafe structures in the southeast area.	\$180,000
CDBG	City of Newport News Development Department	Administration	Administrative budget for monitoring and oversight responsibilities by the City's Department of Development.	\$22,712
CDBG	City of Newport News Development Department	Special Economic Development activities	Continuation of the Newport News Urban Development Action Grant Program (NNUDAG) which provides loans to for-profit entities in order to facilitate the creation of jobs for low and moderate income persons.	\$190,000
CDBG	Newport News Redevelopment and Housing Authority	Administration/Planning	Oversight, management, monitoring and coordination of the CDBG program.	\$241,689
CDBG	Newport News Redevelopment and Housing Authority	Public Facility and Improvement	Marshall Courts Community Center Renovations.	\$125,000
CDBG	Newport News Redevelopment and Housing Authority	Rehabilitation: Open House and Emergency Assistance Repair Programs and CDBG Single Family Rehabilitation	CD Rehabilitation and Preservation activities including continuation of the Emergency Assistance Repair Program, Open House Program, CDBG Single Family Rehabilitation Program and program delivery costs associated with these programs.	\$391,639

## **2015-2016 RECOMMENDED ACTIVITIES FOR FUNDING**

### **FISCAL YEAR 2015-2016 COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) ACTIVITIES**

<b>Program</b>	<b>Recipient</b>	<b>Eligibility</b>	<b>Activity Summary</b>	<b>Funding</b>
CDBG	Office of Human Affairs	Public Service Operating Funds	Clean Comfort Program provides supportive services for the homeless population (showering facilities, clean clothing and referral services).	\$16,500
CDBG	Office of Human Affairs	Program Administrative Costs - Fair Housing	Fair Housing Counseling and Education, complaint hot-line and resolution.	\$8,000
CDBG	Office of Human Affairs	Public Service Housing Counseling	Offers clients a full range of counseling services in the areas of pre-occupancy, pre-purchase, pre-rental, mortgage default, rental delinquency and home equity conversion.	\$12,160
CDBG	Boys and Girls Clubs of the Virginia Peninsula	Public Service Operating Funds	Funds provided to assist this non-profit organization with operating expenses	\$78,000
CDBG	Freedom Outreach Center	Public Service Operating Funds	Crisis Intervention, Counseling, Hunger, Training, Referrals Support for a neighborhood outreach center's ongoing activities and service delivery to former inmates or "at risk" young adults to include youth, adults and families.	\$11,000
CDBG	Good Seed Good Ground	Public Service Operating Funds	Funds to assist this non-profit organization with operating funds for implementation of employment programs for adults and at-risk youth.	\$11,160

## **2015-2016 RECOMMENDED ACTIVITIES FOR FUNDING**

### **FISCAL YEAR 2015-2016 COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) ACTIVITIES**

<b>Program</b>	<b>Recipient</b>	<b>Eligibility</b>	<b>Activity Summary</b>	<b>Funding</b>
CDBG	In-Agape Family Life and Educational Center, Inc.	Public Service Operating Funds	"One More Chance" educational program (for youth on school suspension for 10 days and longer). "Stay Up While You Are Out" educational program (for youth on school suspension for 10 days or less).	\$19,644
CDBG	LINK of Hampton Roads	Public Service Operating Funds	Emergency Winter Shelter Program for the Homeless. People Offering Resources Together (PORT)	\$13,000
CDBG	Menchville House Ministries	Public Service Operating Funds	Funds to assist this non-profit organization with operating funds for a facility to be utilized as a shelter providing housing to approximately 100 women and children in crisis situations.	\$5,000
CDBG	Peninsula Agency on Aging	Public Service Operating Funds	Funds provided to assist this non-profit organization with operating funds to provide Meals on Wheels to approximately 15 at-risk seniors living in 5 Newport News income-based housing facilities.	\$15,000
CDBG	Transitions Family Violence Services	Public Service Operating Funds	Emergency and short-term shelter and services for victims of family violence	\$21,500
<b>Total Amount</b>				<b>\$1,362,004</b>

**FISCAL YEAR 2015-2016 CDBG PROPOSALS NOT RECOMMENDED FOR FUNDING**

<b>Program</b>	<b>Recipient</b>	<b>Eligibility</b>	<b>Activity Summary</b>	<b>Requested Funding</b>
CDBG	City of Newport News Sheriff Department	Public Service	Rental Transitional Housing Program	\$48,032
CDBG	Freedom Outreach Center, Inc	Public Facilities and Improvements	Building Renovations	\$50,000
CDBG	Giving Light Inc.	Public Service	To enhance the lives of youth (16-24) by helping them gain marketable skills, achieve educational credentials and personal development	\$52,422
CDBG	Dream In Motion Dance Studio	In-eligible ( For-Profit Agency)	Building Renovations at Dance Studio and Operating Expenses	\$78,595
CDBG	Newsome-Bailey Project, Inc.	Public Service	Education Therapies & Tutoring for At-Risk East End Students	\$3,000
CDBG	YWCA Virginia Peninsula	Public Service	Providing services to low/moderate women and girls who reside in the East End Area.	\$54,770
<b>Total Requests Not Funded</b>				<b>\$286,819</b>

## HOME PROJECT SUMMARY 2015-2016 FUNDING YEAR

The City of Newport News Primary Initiatives and the breakdown of these funds are listed below:				
PROGRAM DESCRIPTIONS	HOME 2015-16 (Entitlement)	PROGRAM INCOME (Anticipated)	Total Funds	UNITS
HOME DPA- Provide down payment & closing cost assistance to first time homebuyers citywide	\$40,000		\$40,000	5
HOMEcare- Low-interest loan program for owner occupied rehabilitation	\$25,000		\$25,000	1
HOMEvestor I II - Acquisition, Development rehabilitation and preservation of multi-family rental housing	\$349,650	\$190,000	539,650	108
Community Housing Development Organizations (CHDOs) Assists qualified CHDOs with the acquisition, development or sponsorship of affordable housing.	\$82,930		\$82,930	2
HOME Administration Provides for HOME program's planning, marketing and monitoring costs.	\$55,286		\$55,286	
<b>Total Funds Available</b>	<b>\$552,866</b>	<b>\$190,000</b>	<b>742,866</b>	
<b>Total Number of Units</b>				<b>116</b>

Item IV. FY 2016 Recommended Operating Budget

- Outcome Measures (Performance Measurement)

## PERFORMANCE MEASUREMENT

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In September 2010, City Council unanimously endorsed eight strategic initiatives for the City of Newport News. Those were refined in December 2012 into the five broad strategic priorities listed below. Each strategic priority has several initiatives.

**Economic Development & Redevelopment:** *Newport News is a place that promotes the expansion of economic activity throughout its various commercial corridors, provides economic opportunities for its residents, has a diverse tax base, fosters a healthy climate for new and existing businesses, and supports our schools.*

**Environmentally Sustainable Local Government Policies:** *Newport News is a sustainable community that promotes energy efficiency, reduces the generation of pollutants, and protects our natural resources and green space for future generations.*

**Community Renewal & Maintenance:** *Newport News is a place that reinvests in and preserves its neighborhoods by confronting the persistent problems of urban deterioration with stronger maintenance codes, housing rehabilitation programs, home ownership programs, low interest loan programs, property acquisition and infill development.*

**Fiscal Management & Efficient Operations:** *Newport News is a place that carefully monitors revenue collections and expenditures to ensure a financially healthy organization. The City is a place with seamless and responsive service delivery.*

**Maximum Emphasis on Public Safety:** *Newport News is a place where citizens and visitors are safe and feel confident that a response will be there at all times.*

In FY 2016, the City is introducing an outcome-based performance measurement framework to the budget process. Measurement is an important part of how we do business and provides an objective means for making budgetary and programmatic decisions. Through the establishment of measures, senior managers and staff can use data to effectively manage and execute daily operations.

The City's effort emphasizes the development of a series of high-level outcome measures in order to focus on why services are performed, as opposed to how services are performed. Outcome measures focus on the results as demonstrated in the community by connecting our work to the Council's Strategic Priorities. Outcome measures focus on the overall organization, as opposed to particular lines of business, or functional units. This recognizes that many of the most pressing issues facing the organization are not solely the responsibility of one department.

Throughout the course of the coming year, staff will review data and focus on progress towards each of these outcomes. Continuous monitoring of performance will allow the City to recognize any obstacles to achieving desired goals and outcomes. Many of the measures already have baseline data, but some will require establishing a baseline, possible refinement and identifying new data collection tools prior to future targets being selected. With a focus on whether our residents are truly "better off" due to our work, there comes a shift in how we measure our work and manage our daily activities to improve customer end results. This section lists each of the measures and then provides a description of the status of each measure.

## STRATEGIC PRIORITIES

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### **Strategic Priority: Economic Development & Redevelopment**

*Newport News is a place that promotes the expansion of economic activity throughout its various commercial corridors, provides economic opportunities for its residents, has a diverse tax base, fosters a healthy climate for new and existing businesses, and supports our schools.*

#### ***Initiatives and Outcome Measures:***

<b>Initiative</b>	<b>Outcome Measures</b>
Southeast Redevelopment/ Strengthening of Greater Oyster Point/ Focus on Upper Warwick Corridor	<ul style="list-style-type: none"><li>• <i>Total value of commercial building permits issued</i></li><li>• <i>Percent of owner-occupied units</i></li><li>• <i>Percent of residents working in the City</i></li></ul>
Job creation	<ul style="list-style-type: none"><li>• <i>Total number of jobs in the City</i></li><li>• <i>Unemployment rate</i></li><li>• <i>Average wage of jobs in the City</i></li><li>• <i>Median household income</i></li><li>• <i>Per capita income</i></li><li>• <i>Percent of population below the poverty line</i></li><li>• <i>Daytime population</i></li><li>• <i>Number of high-growth industry jobs</i></li></ul>
Tax base development	<ul style="list-style-type: none"><li>• <i>Total assessment of taxable property</i></li><li>• <i>Business-related tax collection</i></li><li>• <i>Median home sale price</i></li></ul>
Support small and existing businesses	<ul style="list-style-type: none"><li>• <i>Average time to issue successful permits</i></li><li>• <i>Average time of successful trade inspections</i></li><li>• <i>Average time of approval of site plans</i></li><li>• <i>Business license renewal rate</i></li></ul>
Education and workforce development	<ul style="list-style-type: none"><li>• <i>Percent of residents gaining employment three to six months after library computer training</i></li><li>• <i>Percent of VIEW participants securing and maintaining employment at or above minimum wage</i></li><li>• <i>Number of Housing Broker Team clients finding and remaining in stable living conditions without public assistance</i></li><li>• <i>Third grade literacy rate</i></li><li>• <i>High school graduation rate</i></li><li>• <i>Percent of high school graduates entering college</i></li></ul>



**Strategic Priority: Environmentally Sustainable Local Government Policies**

*Newport News is a sustainable community that promotes energy efficiency, reduces the generation of pollutants, and protects our natural resources and green space for future generations.*

**Initiatives and Outcome Measures:**

<b>Initiative</b>	<b>Outcome Measures</b>
Reduce greenhouse gas emissions	<ul style="list-style-type: none"><li>• <i>Greenhouse gas emissions inventory</i></li><li>• <i>Amount of energy produced by renewable energy sources for use in government facilities</i></li><li>• <i>Percent of recycled municipal solid waste</i></li></ul>
Improve energy efficiency in City building and vehicles	<ul style="list-style-type: none"><li>• <i>Total energy usage</i></li></ul>

**Strategic Priority: Community Renewal & Maintenance**

*Newport News is a place that reinvests in and preserves its neighborhoods by confronting the persistent problems of urban deterioration with stronger maintenance codes, housing rehabilitation programs, home ownership programs, low interest loan programs, property acquisition and infill development.*

**Initiatives and Outcome Measures:**

<b>Initiative</b>	<b>Outcome Measures</b>
Aesthetically improve all areas and aspects of the City	<ul style="list-style-type: none"><li>• <i>Percent of residents rating neighborhood cleanliness as excellent or good</i></li><li>• <i>Pavement condition index for major and minor arterial streets</i></li><li>• <i>Number of blighted properties</i></li><li>• <i>Number of sanitary sewer overflows</i></li><li>• <i>Percent of urban tree canopy</i></li><li>• <i>Percent of residents living within walking distance of a park, accessible open space, or trail corridor</i></li></ul>
Develop neighborhood and business partnerships	<ul style="list-style-type: none"><li>• <i>Percent of residents reporting a sense of well-being resulting from connections with other people or organizations in their community</i></li><li>• <i>Total value of volunteer labor leveraged</i></li></ul>
Continued utilization of cross-functional team to identifying community issues	<ul style="list-style-type: none"><li>• <i>Percent of foster care children obtaining permanency</i></li><li>• <i>Number of older and disabled adults in stable living situations</i></li><li>• <i>Percent of adults with blood pressure under control</i></li><li>• <i>Percent of residents rating neighborhood as excellent place to live</i></li><li>• <i>Number of identifiable chronically homeless</i></li></ul>
Explore new, innovative approaches to addressing ongoing problems	<ul style="list-style-type: none"><li>• <i>Total value of emergency assistance provided by community organizations to families in need</i></li></ul>

**Strategic Priority: Fiscal Management & Efficient Operations**

*Newport News is a place that carefully monitors revenue collections and expenditures to ensure a financially healthy organization. The City is a place with seamless and responsive service delivery.*

**Initiatives and Outcome Measures:**

<b>Initiative</b>	<b>Outcome Measures</b>
Operational performance and efficiency	<ul style="list-style-type: none"><li>• <i>Percent of residents rating satisfaction with performance of City services as excellent or good</i></li><li>• <i>Peak travel time along common routes</i></li></ul>
Customer service orientation	<ul style="list-style-type: none"><li>• <i>Residents rating their interactions with City employees as excellent or good</i></li><li>• <i>Percent of 311 Contact Center requests resolved within one phone call</i></li><li>• <i>Water quality rating</i></li></ul>
Continued exploration of shared services	<ul style="list-style-type: none"><li>• <i>Total cost savings from regional collaborative projects year-to-year</i></li></ul>
Responsible long-term financial management	<ul style="list-style-type: none"><li>• <i>Bond rating</i></li><li>• <i>Total cost of worker compensation claims</i></li></ul>

**Strategic Priority: Maximum Emphasis on Public Safety**

*Newport News is a place where citizens and visitors are safe and feel confident that a response will be there at all times.*

**Initiatives and Outcome Measures:**

<b>Initiative</b>	<b>Outcome Measures</b>
Crime reduction and prevention	<ul style="list-style-type: none"><li>• <i>Number of Part I crimes</i></li><li>• <i>Percent of residents who feel safe in their neighborhood at night</i></li><li>• <i>Percent of residents who feel safe in business areas at night</i></li><li>• <i>Adult detention recidivism rate</i></li></ul>
Responsive EMS and fire suppression services	<ul style="list-style-type: none"><li>• <i>Monetary value of annual fire loss</i></li><li>• <i>Average dispatch turnout time</i></li></ul>
Youth, gang and gun violence reduction	<ul style="list-style-type: none"><li>• <i>Number of students in juvenile services community programs</i></li><li>• <i>Juvenile detention recidivism rate</i></li><li>• <i>Number of juvenile homicides</i></li><li>• <i>Number of gang-related arrests</i></li><li>• <i>Number of gun violence charges by juveniles</i></li></ul>

## OUTCOME MEASURES

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The outcome measures are listed below along with more detail and current data if available. Many of these measures are new, so departments will begin collecting baseline data. In future years, additional data will be available and targets will be identified as a way to show overall progress toward achieving the strategic priorities.

### Strategic Priority: Economic Development & Redevelopment

Outcome Measures	Current Data
<p><i>Total value of commercial building permits issued</i></p> <p>The aggregate cost of physical improvements made to commercial buildings in the City each year is an indicator of private investment and development throughout the City. In FY 2014, close to \$58 million of new investment was spent on commercial structures across Newport News. Data on major development projects is tracked by the Departments of Codes Compliance and Engineering but can be enhanced by including smaller projects whose contributions to the City's well-being are not typically measured. In future years, the accumulated value of the direct investment in the City will be better collected by adding the item into the current GIS-based permits system in Engineering, and then expanded to EnerGov as the new, more robust system becomes available. The new system will also allow information to be more easily separated by geographic areas of focus to qualify progress.</p>	\$57,734,626
<p><i>Percent of owner-occupied units</i></p> <p>Home ownership is typically used as an indicator for personal security and community stability. A housing unit is owner-occupied if the owner or co-owner lives in the unit. A high level of homeownership has a correlation to stable, supportive neighborhoods, greater sense of community connection/identity and lower perceptions of crime. Home ownership also has a financial impact by generating real estate tax revenue. The City has historically maintained one of the lower rates of homeownership on the Peninsula and is also much lower than the state average (67.3%) according the 2013 American Community Survey (ACS). Home ownership is also a value statement that is contrasted by changes in land use development policy. New high end rental construction has provided options for various demographics in the City that may not be interested in homeownership at this time.</p>	51.4%
<p><i>Percent of residents working in the City</i></p> <p>According to the 2013 American Community Survey (ACS), 63.8% of working-age residents work in the City. This includes civilian and active duty military. Increasing the percent of residents working in the City, in general, and in the focus areas, specifically, is essential to redevelopment efforts. The City is focused on transforming residential and urban business districts into vibrant communities with mixed uses (commercial, retail and residential) and activity that alleviates the need for vehicular traffic on arterial roads. Additional employment opportunities in the City will increase tax revenue and potentially impact resident satisfaction. In the future, this information will describe breakout data for the designated areas of focus.</p>	63.8%

## Strategic Priority: Economic Development & Redevelopment

Outcome Measures	Current Data
<p><i>Total number of jobs in the City</i></p> <p>According to the Virginia Employment Commission, there were 98,699 total jobs in the City by the second quarter of 2014. Measuring the total number of jobs located within the City can be used to determine the effectiveness of job creation, business retention and expansion and industry diversification efforts.</p>	98,699
<p><i>Unemployment rate</i></p> <p>According to the Virginia Employment Commission, the current unemployment rate of 6.2% captured in January 2015 has been on a steady downward trend since a high of 9.4% in July 2009.</p>	6.2%
<p><i>Average wage of jobs in the City</i></p> <p>According to the Virginia Employment Commission, the average annual wage for residents in the City is \$48,256 through the second quarter of 2014. Increasing and maintaining the average wage for jobs located in Newport News demonstrates capacity in workforce development and the attraction of new employers to the City.</p>	\$48,256
<p><i>Median household income</i></p> <p>Median household income is the amount that separates the top half of family earnings from the bottom half. The census reports that the median household income in Newport News in 2013 sits just below the national average of \$51,800.</p>	\$51,027
<p><i>Per capita income</i></p> <p>Per capita income is the mean average from all sources of income received from people in the City. Newport News continues to strive to become a community with a highly qualified and educated workforce that provides economic opportunities for all its residents. A drop in unemployment would increase the per capita income.</p>	\$25,310
<p><i>Percent of population below the poverty line</i></p> <p>The federal poverty line is currently \$11,670 for an individual and \$23,850 for a family of four. Currently, 15.2% of residents in Newport News are living below the federal poverty line. This number is more extensive in several census tracts across the City. Staff will use the citywide number to compare to subcategories over the next year to track progress in job creation and economic growth in areas of focus.</p>	15.2%
<p><i>Daytime population</i></p> <p>Daytime population refers to the number of people who are present in an area during normal business hours, including workers. This is in contrast to the resident population, which refers to people who reside in an area and are typically present during the evening and nighttime hours. The estimated daytime population of 198,891 is a net increase of 9.27% over the resident population based on the 2013 ACS. An increase in daytime population should correlate with additional economic development opportunities across the City.</p>	198,891
<p><i>Number of high-growth industry jobs</i></p> <p>High Growth Industry Jobs exist in employment fields with an anticipated annual growth in number of positions of over two percent in each of the next five years. Fields include Professional, Scientific and Technology Services, Health Care and Social Assistance and Construction. Starting in FY 2016, this measure will track the percentage of the workforce in the high growth industry jobs.</p>	N/A

## Strategic Priority: Economic Development & Redevelopment

Outcome Measures	Current Data
<p><i>Total assessment of taxable property</i></p> <p>The Real Estate Assessor's Office assesses all real estate at its fair market value and maintains records on all parcels of land in Newport News. Each parcel of real estate in the City is assessed annually, effective as of the following July 1. The real estate tax rate is determined by City Council and the City Treasurer's Office handles the distribution of tax bills and collection of taxes. The Assessor's Office maintains close contact with brokers, buyers, sellers and third parties on sales and listings on monthly/quarterly basis to capture trends. The total assessment of taxable property at the close of FY 2014 was nearly \$14 billion. This measure provides an indication of the community's economic health and is a significant factor in public revenue projections.</p>	\$13.996 billion
<p><i>Business-related tax collection</i></p> <p>A growth in business-related taxes indicates tax base development. The Food and Beverage, Admissions, Transient, Machinery and Tools, Lodging and Meals are all included in this number. This data is collected by and will be made available from the Commissioner of Revenue in future years. In calendar year 2014, a total of \$45.9 million was collected.</p>	\$45,853,409
<p><i>Median sale price for existing homes</i></p> <p>This measure shows the strength of the local housing market and local economy. The 2015 Hampton Roads Real Estate Market Review from the ODU E.V. Williams Center for Real Estate and Economic Development reported that average home prices for existing homes in Newport News was \$154,500 in 2014. New construction was priced at \$300,585, although there was minimal new construction throughout the City. The MSA (Virginia Beach-Norfolk-Newport News, VA-NC) median home sale price for single family homes was \$193,000 based on the National Association of Realtors.</p>	\$154,500
<p><i>Average time to issue successful permits</i></p> <p>Building permit information measures the construction activity within the City. Newport News residents and investors benefit from faster approval and completion of permits processed for various development projects. More approved projects yields more places to live, work and shop. New projects lead to tax base expansion and potentially less of a tax burden on residential property taxpayers. Internally, the City has prioritized process improvements within our site plan and developmental review. Improvements include better interdepartmental understanding of the process flow/responsibilities and time constraints for each department involved and encouraging applicants to schedule pre-design meetings with staff. The FY 2016 Recommended Budget includes a new position in the Planning Department to serve as a project manager for various applications. The shepherding position would become the point of contact for the project and would lead/coordinate plan review through the various disciplines and set of processes. Baseline data collection will begin in FY 2016.</p>	N/A
<p><i>Average time of successful trade inspections</i></p> <p>Given the efforts made to improve site plan and developmental review, typical output and efficiency measures such as aggregate number of permits issued, plans reviewed, inspections performed and the average timeframes required for each can suggest the degree to which the City has streamlined the permit and inspection process. Baseline data collection will begin in FY 2016.</p>	N/A

## Strategic Priority: Economic Development & Redevelopment

Outcome Measures	Current Data
<p><i>Average time of approval of site plans</i></p> <p>Given the efforts made to improve site plan and developmental review, typical output and efficiency measures such as aggregate number of permits issued, plans reviewed, inspections performed and the average timeframes required for each can suggest the degree to which the City has streamlined the permit and inspection process. Baseline data collection will begin in FY 2016.</p>	N/A
<p><i>Business license renewal rate</i></p> <p>Business license data provides information on the private sector climate in the City. The number of business licenses issued per year indicates new business creation, however many of those ventures are not sustainable. A better measure of the economic vitality is the annual percentage of license renewals, which assesses whether local businesses continue to exist. Baseline data collection will begin in FY 2016.</p>	N/A
<p><i>Percent of residents gaining employment three to six months after library computer training</i></p> <p>The public library system provides public computers at each of its four branches and has established a curriculum of classes to help residents gain practical skills to gain or improve employment. Courses include Computer Basics 101 and 102, Computer Protection, Internet, Publisher, Email and Resume Writing and MS Office. Historically, surveys were designed to capture customer satisfaction with individual instruction. Staff has redesigned a student survey to include questions on workforce development and sustained employment post training. Staff will request permission to contact students to track their progress. Baseline data collection will begin in FY 2016.</p>	N/A
<p><i>Percent of VIEW participants securing and maintaining employment at or above minimum wage</i></p> <p>Virginia Initiative for Employment not Welfare (VIEW) is a program of employment opportunities to assist individuals in obtaining self-sufficiency that started with welfare reform in 1997. According to the Department of Human Services, 855 of the 1,551 (55%) Newport News clients enrolled in VIEW were employed in FY 2014. The average wage for Newport News VIEW clients was \$8.41 an hour (above the minimum wage of \$7.25 an hour) or \$1,130 a month.</p>	55%
<p><i>Number of Housing Broker Team clients finding and remaining in stable living conditions without public assistance</i></p> <p>The Housing Broker Team's goal is to rapidly re-house families with children under 18 years of age. The team also identifies and coordinates with other support services to ensure that the family is able to maintain stable housing. Progress on this measure indicates successful avoidance of household homelessness and eventually limited dependence on public assistance. A minimal amount of surveying was completed this past year as staffing levels cause an inability to consistently follow clients. Baseline data will be collected in FY 2016.</p>	N/A
<p><i>Third grade literacy rate</i></p> <p>The School Division has made great strides in meeting state benchmarks on several Standards of Learning (SOL) tests during the 2013-2014 school year. Literacy is a student's ability to read, write and speak. Third Grade Literacy serves as an important measure because it is a building block that leads to student success in other subject matters. The Virginia Assessment Program proficiency level is being used as a proxy for literacy.</p>	58%

## Strategic Priority: Economic Development & Redevelopment

Outcome Measures	Current Data
<i>High school graduation rate</i> The number of students graduating on-time (in four years) has increased from 73% just six years ago. In that same time period, the dropout rate has reduced from 14% to 6.1% in 2012.	88%
<i>Percent of high school graduates entering college</i> Students in Newport News Schools have a wide variety of career and college pathways to explore. More than three-fourths of graduating seniors enrolled in two or four-year schools after the 2013-2014 school year.	76.2%



## Strategic Priority: Environmentally Sustainable Local Government Policies

Outcome Measures	Current Data
<p><i>Greenhouse gas emissions inventory</i></p> <p>The City's fleet of vehicles travels over ten million miles a year. That takes about 1.2 million gallons of fuel and creates 10.3 metric tons of CO<sub>2</sub> emissions. Reducing CO<sub>2</sub> emissions by just 1% from the fleet would reduce carbon output by 103 tons with an estimated savings of \$36,000 annually. Emissions from City's fleet will be used as a proxy measure for this year as only a small portion of City facilities have established energy metrics to calculate greenhouse gas emissions. However, all 262 City buildings' energy usage and carbon emissions data will be a part of the EnergyCAP portfolio that will begin in FY 2016. EnergyCAP will provide the data to track energy usage and carbon emissions on a monthly basis and with year to year comparisons.</p>	10.3 metric tons of CO <sub>2</sub>
<p><i>Amount of energy produced by renewable energy sources for use in government facilities</i></p> <p>The City reuses natural gas from the landfill to provide energy to Denbigh Community Center and Mary Passage Middle School. Meters were installed at each location in the summer of 2013. The first readings were taken in August of the same year. Therefore, the only complete year of readings was completed in FY 2014. Currently, this project is the only large scale use of renewable energy sources in public facilities.</p>	38,492 hundred cubic feet
<p><i>Percent of recycled municipal solid waste</i></p> <p>A resource recovery program identifies the percentage of total solid waste reduced from the waste stream. Residents have decreased the total amount of solid waste in the City by nearly 13 tons over the past three years. Since 2012, the percentage of residential recycling has also increased. With the 2014 Virginia Department of Environmental Quality report still being generated, Public Works suggests an estimate of 7,203 tons of recyclable material, or 11.2% of the total tons of trash collected in the City as a proxy measure for the current year.</p>	11.2%
<p><i>Total energy usage</i></p> <p>Measuring and improving energy efficiency demonstrates the City's commitment to good environmental stewardship. In FY 2014, the cost to fuel the City's fleet of over 1,500 vehicles was \$3.5 million. There is a downward trend of miles driven and fuel consumption. Vehicle Services projects a continual decline in fuel consumption due to both gas prices and ongoing conservation efforts such as an idling reduction initiative. Fuel efficiency improvements reduce the cost of fueling the fleet. The current fleet average is 9.5 MPG. Energy consumption in public buildings can be tracked for less than a third of the City's total building square footage to date. The 134.8 million kBtu of energy consumption reflects one calendar year starting in January 2014. EnergyCAP will be used to collect data on all City-owned building starting on July 1, 2015 thus providing a more comprehensive figure for a true baseline.</p>	1.12 million gallons fueled; 134.8 million kBtu



## Strategic Priority: Community Renewal and Maintenance

Outcome Measures	Current Data
<p><i>Percent of residents rating neighborhood cleanliness as excellent or good</i></p> <p>Community maintenance has been a major emphasis for City over the past several years. Resident satisfaction with the overall cleanliness of his or her neighborhood increases community connection and improves perceptions of quality of life. Baseline data will be established through a bi-annual residential survey starting in FY 2016.</p>	N/A
<p><i>Pavement condition index for major and minor arterial streets</i></p> <p>The arterial pavement condition index is an industry standard used to assess the condition of the street network. The index assigns a rating of 100 to pavements having no discernible distress or other characteristics that detract from engineering or user perception of pavement condition or functionality. A total of 637 road sections were selected for rating in FY 2014. Fifty-six percent of those streets were identified as good, while another 25% were considered satisfactory. Only 4% of City streets were identified as poor or in failing condition.</p>	77.5
<p><i>Number of blighted properties</i></p> <p>Dilapidated and abandoned buildings and various property maintenance violations detract from the City's visual appeal and cause residents to feel unsafe in the communities in which they live and work. General blight also discourages private community investment. Left unchecked, these influences negatively impact the City's tax base and necessitate significant expenditures for policing, legal actions and community revitalization. Codes Compliance maintains an inventory of blighted properties and prioritizes areas that require the greatest amount of resources. Currently, there are 99 properties that have received notice from the City and/or are in the process of being prepared for demolition in FY 2015. A street-level survey is being completed in several communities to get a better indication of the blighted properties across the City. This measure will initially be a lead indicator to track the change year over year of the percent of blighted structures improved, repaired or demolished.</p>	99
<p><i>Number of sanitary sewer overflows</i></p> <p>The number of sanitary sewer overflows shows the level of sewer failure on main lines. Public Works has used increased technology as well a more aggressive maintenance plan to decrease the number of incidents. Thirteen overflows occurred in FY 2014. Since 2012, there have been 45 sanitary sewer overflows in the City for an average of 1.2 per month. However, no overflows have been reported through the first two quarters of FY 2015.</p>	13
<p><i>Percent of urban tree canopy</i></p> <p>Newport News has a very diverse geography that transitions from traditional urban environments in the downtown and southeast community to more suburban areas like Denbigh and even rural areas such as Lee Hall. The data was last recorded using a flyover picture in 2012, which showed the urban tree canopy at 38% of the City. However, new construction across the City has impacted a considerable amount of trees. New planting will need time to mature, but the City will attempt to maintain the 38% threshold using the Urban Tree Assessment Grant.</p>	38%

## Strategic Priority: Community Renewal and Maintenance

Outcome Measures	Current Data
<p><i>Percent of residents living within walking distance of a park, accessible open space, or trail corridor</i></p> <p>Parks, open spaces and trails provide residents with healthy lifestyle opportunities. They also improve the perception of quality of life as they serve as focal points for sense of place. It can also be noted that these amenities indicate the City's commitment to good environmental stewardship. Almost 89% of Newport News residents live within 1/2 mile of a park, open space or trail according to the 2013 ACS. Walking distance is described as within 1/2 miles of a residential home. Schools properties are included as parks due to their recreational elements.</p>	88.9%
<p><i>Percent of residents reporting a sense of well-being resulting from connections with other people or organizations in their community</i></p> <p>This measure will indicate the overall sense of community among residents, which contributes to a high quality of life and healthy communities. Baseline data will be established through a bi-annual residential survey starting in FY 2016.</p>	N/A
<p><i>Total value of volunteer labor leveraged</i></p> <p>Increasing community capacity is vital for the City to continue providing quality services while dealing with diminishing resources. Service delivery can be expanded by better leveraging volunteer resources. Comprehensive data for all City departments' volunteer opportunities has not been collected in the past. Data collection tools will be requested in this fiscal year in order to create a baseline.</p>	N/A
<p><i>Percent of foster care children obtaining permanency</i></p> <p>It is the goal of the Department of Human Services to ensure that children remain safe in their own homes or are placed permanently with another family. Permanency is defined as being discharged from foster care for reunification with family, custody transfer to another relative or placement for adoption. In calendar year 2014, 43 of 66 (65.2%) children in foster care obtained permanency. This number includes 14 adoptions. Overall, there has been a 10.3% increase in foster care children obtaining permanency over a three year period.</p>	65.2%
<p><i>Number of older and disabled adults in stable living situations</i></p> <p>Efforts to keep seniors and persons with disabilities in the community with adequate resources around them are important factors in overall quality of life. The Department of Human Services will begin data collection in FY 2016.</p>	N/A
<p><i>Percent of adults with blood pressure under control</i></p> <p>High blood pressure or hypertension increases the risk of heart disease and stroke. Hypertension risk factors include obesity, drinking too much alcohol, smoking, and family history. The Peninsula Health District will introduce a pilot program to better understand and address heart conditions this fiscal year. In addition, the district will begin a Community Health Assessment and Improvement Plan over the next year to better identify systemic risk factors for residents. This information will be used to establish prevention and intervention programming. A baseline will be established from these efforts.</p>	N/A
<p><i>Percent of residents rating neighborhood as excellent place to live</i></p> <p>This measure will indicate the overall quality of life in the City and the health of our communities. Baseline data will be established through a bi-annual residential survey starting in FY 2016.</p>	N/A

## Strategic Priority: Community Renewal and Maintenance

Outcome Measures	Current Data
<i>Number of identifiable chronically homeless</i> The regional Continuum of Care (CoC) is a group of service providers that work together to address homelessness through housing and support services. CoCs create a community plan to organize and deliver housing and services to meet the needs of people who are homeless as they move to stable housing and maximize self-sufficiency. It includes action steps to end homelessness and prevent a return to homelessness. Each year, the CoC is responsible for conducting a Point of Time Survey of the community. In 2014, there were 525 individuals identified as homeless in the Greater Virginia Peninsula area; 181 of those persons were found throughout Newport News. This number is down from 204 in the previous year. Forty-four individuals were identified as chronically homeless, meaning that the person has a disabling condition that has caused them to be continuously homeless for more than a year or has experienced at least four separate episodes of homelessness in the past three years.	44
<i>Total value of emergency assistance provided by community organizations to families in need</i> Partnerships with nonprofits and faith-based resources are needed to address critical human service issues in our community. The total value of this support from partners has not been tracked to date. Data collection tools will be established in this fiscal year in order to create a baseline for this measure.	N/A

## Strategic Priority: Fiscal Management and Efficient Operations

Outcome Measures	Current Data
<p><i>Percent of residents rating satisfaction with performance of City services as excellent or good</i></p> <p>Resident satisfaction will provide a way to measure the effectiveness of City services and if resident needs are being met. Baseline data will be established through a bi-annual residential survey starting in FY 2016.</p>	N/A
<p><i>Peak travel time along common routes</i></p> <p>In a 2013 survey for the Comprehensive Plan, respondents identified traffic flow as the number one concern and item to receive emphasis from City leaders. . This measure affects all residents and visitors to the City. The Engineering Department has made several efforts to improve traffic flow such as retiming signal systems/intersections, adding signals to synchronized control scheme, and constructing/upgrading alternative route lane miles. This measure would identify 5 to 6 common routes around town, then measure travel times to identify issues and seek improvement. Initially, these will be conducted manually. Various technologies are being investigated to gather additional information and define trend analysis. Eventually, a level of service standard, coupled with residential surveys, will be established to gauge progress year to year and Engineering can create a grading system to explain the levels of traffic volume and flow on common routes.</p>	N/A
<p><i>Percent of residents rating their interactions with City employees as excellent or good</i></p> <p>Resident satisfaction will provide a way to measure the effectiveness of City services and if resident needs are being met. Baseline data will be established through a bi-annual residential survey</p>	N/A
<p><i>Percent of 311 Contact Center requests resolved within one phone call</i></p> <p>The City's 311 Contact Center was established to enhance customer service effectiveness. Through this service, residents can request a City service online or by phone and can ask questions about City related issues. Several traditional municipal functions such as trash collection and recycling, street repairs, storm drains, and traffic signals can also be handled through the contact center. This measure reflects the City's ability to efficiently and effectively resolve customer issues through one interaction. Last year, 311 created 24,133 requests with the need of 741 follow up requests for a 97% first call resolution rate. As additional departments are added to the contact center, some issues are expected to occur as new processes are established.</p>	97%
<p><i>Water quality rating</i></p> <p>The Environmental Protection Agency requires Waterworks to perform dozens of quality control tests each day. The department has maintained the public health of the community by being in 100% compliance of all drinking water regulations. However, water quality can be defined by public confidence and perception of the value of the public utility. The best means to track this parameter is to accurately record valid quality (taste, color, odor, etc.) type complaints and verify them. Waterworks has set a goal of maintaining less than 1% of customer calls pertaining to water quality realizing that a goal of zero is not realistic because taste and odor detection varies tremendously person to person.</p>	N/A

## Strategic Priority: Fiscal Management and Efficient Operations

Outcome Measures	Current Data
<i>Total cost savings from regional collaborative projects year-to-year</i> The City participates in several regional collaborative projects in an effort to save money and deliver services more efficiently than if it were to provide the service independently. These include Peninsula Fire Services, the Peninsula Regional Animal Shelter, the Hampton Roads Regional Jail, and Juvenile Detention. The City will track cost savings from these and any future initiatives.	N/A
<i>Bond rating</i> The City's bond rating is an indicator of its financial stability and performance. The City regularly sells bonds to finance large infrastructure projects. As part of a bond sale, the major credit rating agencies review the City's management, financial, and economic conditions. In 2014, the City's bond rating was upgraded from AA to AA+ with a Stable Outlook from Standard & Poor's and affirmed Aa1 from Moody's. These are the second highest ratings that the bond ratings agencies provide. These results show that the City has remained financially strong despite the recession and the resulting challenging economic times.	AA+/Aa1
<i>Total cost of worker compensation claims</i> The total cost of workers' compensation claims is an indicator of the level of health and safety in the workforce. A decrease in the total cost of worker compensation claims indicates a growing focus on safety in the workplace.	N/A

## Strategic Priority: Maximum Emphasis on Public Safety

Outcome Measures	Current Data
<p><i>Number of Part I crimes</i></p> <p>Part I Crimes are known as index crimes and are reported by the local law enforcement agency to the FBI each month for the Uniform Crime Reports (UCR). Part I Violent Crimes include homicide, forcible rape and aggravated assault. There were 767 Part I violent crimes reported in the City during 2014. Year to date change shows a decrease of 32% in violent crimes. Part I Property Crimes include burglary, arson, larceny-theft and motor vehicle theft. There were 5,610 Part I property crimes reported in the City during 2014. Year to date change shows a decrease of 15% in property crimes.</p>	6,377
<p><i>Percent of residents who feel safe in their neighborhood at night</i></p> <p>A perception of safety indicates how effectively law enforcement is performing its functions in the community. Public safety is measured both by actual statistics and how safe people feel. Baseline data will be established through a bi-annual residential survey starting in FY 2016.</p>	N/A
<p><i>Percent of residents who feel safe in business areas at night</i></p> <p>A perception of safety indicates how effectively law enforcement is performing its functions in the community. Public safety is measured both by actual statistics and how safe people feel. Baseline data will be established through a bi-annual residential survey starting in FY 2016.</p>	N/A
<p><i>Adult detention recidivism rate</i></p> <p>The adult detention recidivism rate indicates the level of success of rehabilitation and prisoner re-entry programs.</p>	N/A
<p><i>Monetary value of annual fire loss</i></p> <p>This measure is the total annual dollar loss due to all structure fires in the City. This is a cumulative figure based on the value of structure damage plus contents. This data indicates that construction codes and fires response times are sufficient in minimizing fire losses during the year. If the fire, smoke and water damage is estimated to be more than the total valuation, then it considered to be a total loss.</p>	\$2.78 million
<p><i>Average dispatch turnout time</i></p> <p>The Fire Department typically handles in excess of 30,000 emergency and non-emergency responses annually. Dispatch turnout time refers to the desired response to a service call. Currently, the department is able to have the first unit arrive on the scene from anywhere in the City in 5 minutes and 30 seconds, which meets both the local and national benchmarks.</p>	5:30
<p><i>Number of students in juvenile services community programs</i></p> <p>Community Programs include placements in Electronic Monitoring, Outreach Program, Intensive Day Supervision Program, Intensive Evening Supervision and Community Work Alternative Program. Nearly 40% of the students are in the electronic monitoring program. Early identification of at-risk youth and prevention efforts through the Youth and Gang Violence Initiative are expected to impact the number of students in juvenile services over time.</p>	836
<p><i>Juvenile detention recidivism rate</i></p> <p>Of the 440 youth in secure detention, 153 were repeat offenders. The intent is to decrease the number of repeat offenders by offering mentoring, skill building and other services that increase protective factors in youth, thus decreasing the likelihood of engaging in additional at-risk behavior.</p>	34.8%

## Strategic Priority: Maximum Emphasis on Public Safety

Outcome Measures	Current Data
<i>Number of juvenile homicides</i> This measure will indicate how successfully the Youth and Gang Violence Initiative and other law enforcement efforts are reducing the level of violence among juveniles in the community. Of the 26 homicides in 2014, three victims were under 18 years of age.	3
<i>Number of gang-related arrests</i> This measure will indicate how successfully the Youth and Gang Violence Initiative and other law enforcement efforts are reducing the level of violence among juveniles in the community. The Police Department will strive to better identify and track arrests for individuals with "known gang involvement" as current data undercounts arrests outside specific statutory crimes that are defined as gang-related.	N/A
<i>Number of gun violence charges by juveniles</i> This measure will indicate how successfully the Youth and Gang Violence Initiative and other law enforcement efforts are reducing the level of violence among juveniles in the community.	95